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Directions of introduction of “Benchmarking” system in evaluation of efficiency of management accounting system in the enterprise

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Abstract

The article discusses the most important factors for ensuring the competitiveness of enterprises in the market, the creation of effective tools for effective management accounting and control and internal audit of the enterprise management accounting system.

Keywords: Benchmarking, management accounting, enterprise management, management technology, product, price, efficiency

Introduction

One of the most important factors in ensuring the competitiveness of enterprises in the market is undoubtedly an effective management accounting system. An effective audit control system is an internal audit of the enterprise's management accounting system.

Under these conditions, the management accounting system is the only factor in the survival and subsequent targeted development of the enterprise. In this regard, it is important to evaluate the effectiveness of the management accounting system. As we have already mentioned, evaluation of the management accounting system is carried out through the internal audit service of the enterprise.

Internal audit of the management accounting system consists of comprehensive control measures aimed at checking the efficiency of the management accounting system and is carried out by the internal audit service and other economic entities. The purpose of such control is to assess the effectiveness of management accounting systems and other controls, in addressing the issues they face and in carrying out the functions entrusted to them.

One of the most important issues in evaluating the effectiveness of management accounting systems in the enterprise is: "Is the management accounting system adequate or not sufficient for the external environment in which the enterprise operates?"

For the most comprehensive and positive solution of this important issue it is necessary to do "benchmarking" within the management accounting system.

Managers must develop an enterprise-wide concept that the management accounting system should be constantly evolving, improving and modernizing itself. This allows management to keep the enterprise competitive and to adapt to the ever-changing business environment.

Analyze and results

To optimize the system of management accounting in the enterprise, there should be a prospective plan for its improvement. This will keep the management accounting system to a certain extent and minimize the cost of maintaining it. In order to maintain such a level, management must take into account not only the internal functions of the enterprise, but also the external environment - "benchmarking" [1].

Benchmarking allows the company to monitor the changes and state of the competition, showing its strengths and weaknesses. As a result, based on the information obtained, it will provide the necessary level of competitiveness of the enterprise in the network.

An important task of the management accounting system is to show and provide directions for improving the efficiency of the enterprise. In order to increase the efficiency of the enterprise, it is necessary to develop a system of indicators that fully and efficiently reflects

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this efficiency. Most importantly, performance should be comparable to those of other businesses operating in the sector.

This is because other businesses are directly competitors to the benchmarking enterprise, or they serve as a benchmark for imitation. To cope with the effects of competition and crises, the enterprise must have good technology in the industry, the basics of scientific development of production organization, management technology, and the ability to meet the specific needs of customers.

A comprehensive comparison of the financial and economic performance of an enterprise is called "benchmarking." This is a relatively new concept not only for practitioners, but also for theorists, who are financially and managerial. This notion is derived from mining. They began to use this concept to determine the amount of work done, based on certain points of computation.

In our opinion, benchmarking can also be considered as a method of comparative analysis of the performance of enterprises based on a system of interconnected indicators in our practice.

Comparative analysis - benchmarking - or enterprise financial performance analysis allows the company to compare, evaluate and evaluate its strengths and weaknesses in relation to its competitors and, hence, find its market place (both real and potential) ^[3]. This method of analysis helps an enterprise to identify its true and latent competitors and to find potential partners who can and will be involved in manufacturing cooperation.

The results of the research show that any enterprise can practically "become benchmarking" any of its activities. To do this, a comparative study will be undertaken to study and summarize the performance of businesses that have a high rating and image. Specifically:

- What are the factors that have led to the company's financial success? These may include the following areas: level of waste and brakes; level of storage of resources; incomplete volume of production; Cost of sales and sales of products per employee; a set of indicators describing conditions of capital attraction to the enterprise, etc.
- What are the key factors that enable the company to build strong relationships with customers? These may include the following areas: continuity of products and their cost; production cycle time; uninterrupted delivery of products; respond to customer demand and etc.

The results of research show that enterprises should start "benchmarking" in the first place, where costs exceed the established level, or in the case of excess costs.

However, the enterprise needs to implement a reliable and effective system for measuring the network under analysis before doing so. Benchmarking is not just a data collection tool. Benchmarking compares enterprise data with network data or data from key competitors. Accordingly, the data being studied should be presented with a view to the future.

The involvement of some employees in the enterprise on a regular basis contributes to the qualitative organization and maintenance of this process ^[4]. Benchmarking makes a significant contribution to executives in implementing their strategic plans. It provides executives with a comparative view of their work, on the other hand, with the opportunity to see other work methods ^[2] and internal reserves.

Based on the various tasks that Benchmarking faces, the following types of activities can be distinguished for the practice of domestic enterprises:

- Internal benchmarking, comparing the practices and activities of similar departments within the same enterprise. In addition, such research allows for continuous comparison of the practices and activities of similar departments;
- Competitive benchmarking that compares the business practices and activities of the enterprise with those of its competitors. In practice, this has to be done on a regular basis as it is an essential component of your business strategy;
- "benchmarking" of networks, in which the role and importance of the enterprise are evaluated by functional area within the network in which it operates or within several industries. In this case, it will be possible to compare the measures taken to improve the efficiency of the enterprise with that of the industry or similar businesses.

Based on the results of the research and the conclusions of the study, the objectives of Benchmarking can be summarized as follows:

- Determining the level of competition and identifying the weaknesses;
- Permanently breaking into the minds of enterprise managers the need for change and improvement;
- accumulation of experience on how to achieve major successes in key business processes;
- Identifying "best of the similarities" based on practice;
- development of creative and inequalities in the organization and management of key business processes;
- assistance in the development of goals that are beyond the scope of operational planning that are higher than the current objectives;
- Development of new methods and reserves to improve the quality, level of service and further efficiency of the enterprise.

Based on the above considerations, we sought to develop a general procedure for Benchmarking implementation at the enterprise (Figure 4).

It is desirable that at the management level, the responsibilities of each employee and the acceptance of the staff at the command line are resolved. In addition, all stakeholders should be explained the objectives, plans and metadata of "benchmarking".

The benchmarking methodology is based on the specifics of the benchmarking process. At the enterprise level, this requires identifying the following two aspects of the comparison between the enterprise and its like:

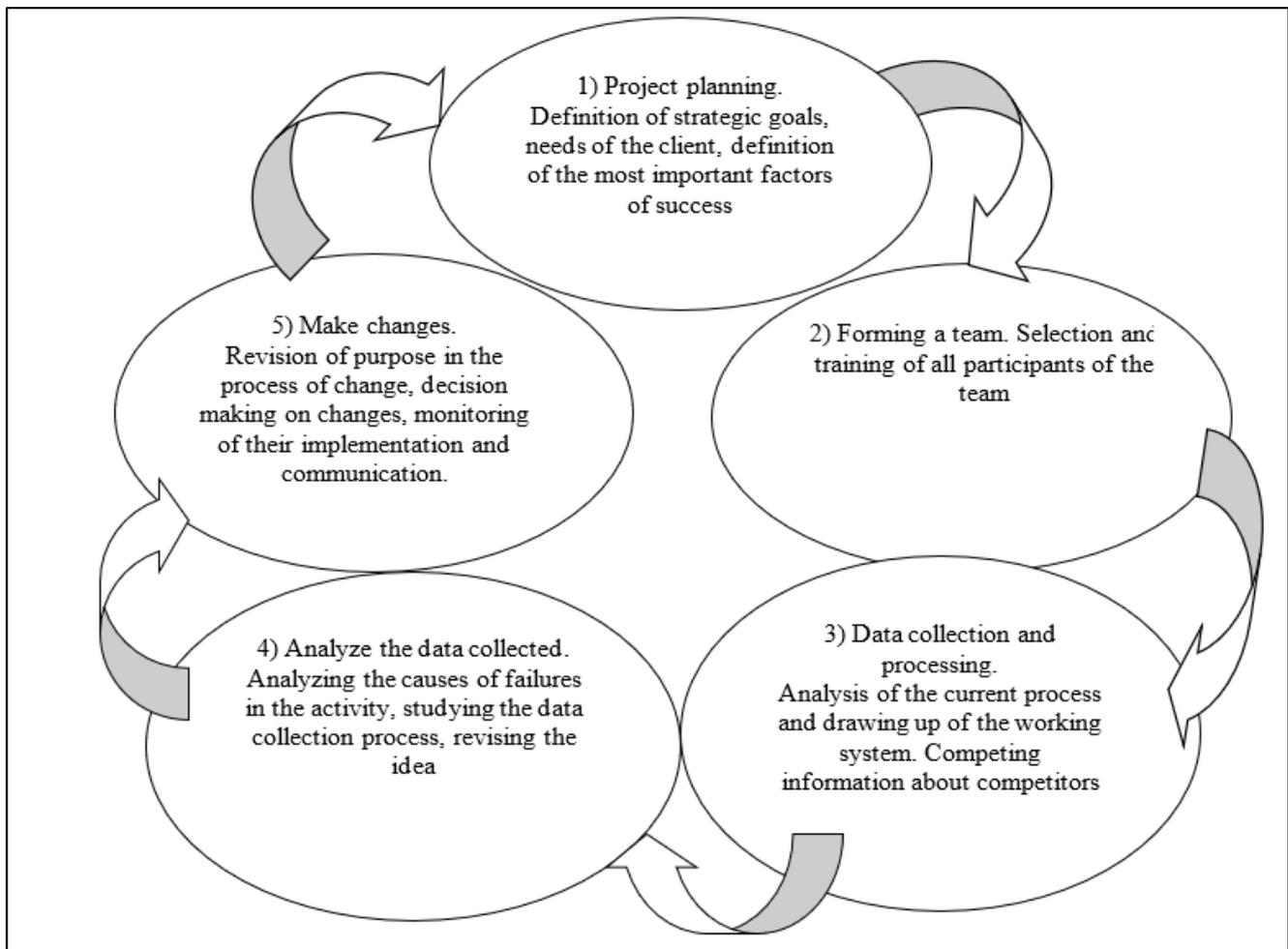
- Identify the similarities that can be compared with the enterprise;
- selection and use of comparable parameters and indicators.

The first aspect answers the question "With whom?" And the second one answers the question "What is the comparison?" The "benchmarking" areas mentioned above are the ultimate goal, as they need to provide the CEO with critical information for making strategic decisions. In addition, it is able to clearly indicate to the management the

issues of improving the business of the enterprise and, ultimately, increasing the value of the enterprise for its shareholders.

A direct comparison of an enterprise with similar or close business activities with the following parameters will be

clear and effective: production capacity, product range, similarity of technological processes, and so on. In fact, many businesses are significantly different from their analogues.



When the cycle reaches its end (1 < 5) the process begins again.

Fig 4: Process of "benchmarking" at the enterprise

The results of the research and the available scientific literature in this area show that a direct model of the company should be used to make a direct comparison of the enterprise with its analogues. The idea of the SM is to create a vertical resemblance to the company by imagining (borrowing) similar products and business processes.

Business process "borrowing" is obtained from existing enterprises with a specific type of production or the volume of production. When designing a synthetic model, a general type of product is considered, which cannot be further divided into groups, for example: one type of product with certain quality parameters. It should be understood that the technology and basic business processes for the production of these goods are the same in all businesses. Product grouping on the basis of general groups allows for "benchmarking" of the enterprise by product nomenclature. Businesses use the "benchmarking" methodology to achieve the following objectives: survive in extreme competition and compete with competitors; to ensure continuous and continuous growth of labor productivity at the enterprise.

These goals encourage the enterprise to use resources efficiently, to ensure continuous improvement in the quality of its products, and to be more environmentally friendly.

"Benchmarking" at enterprises provides continuous optimization of production capacities.

In general, benchmarking has a number of important advantages from a number of other statistical and analytical methods: it allows companies to introduce a more advanced production cost accounting system, and to organize and maintain costs through their centers of responsibility and profit centers.

Research shows that "benchmarking" is very effective in defining development strategies. This is because it allows the enterprise to express its goals in concrete data and indicators that can be calculated. Benchmarking clearly and clearly demonstrates how an algorithm can be achieved, within the scope of the enterprise's internal capabilities, with a specific goal, and the fixed levels of certain indicators.

The Benchmarking methodology allows you to take into account common issues that are relevant to most businesses that are not considered, that is, not measurable but very important. For example, the problem of considering that financial resources at all enterprises do not fall short of capital investment or working capital.

We believe that indicators should be grouped according to a number of factors and their specifics, as well as whether

they can be considered and measured. For example, the effects are very strong and quantitatively accounted for - the first category, the second, third, etc.

The results of the research show that it is expedient to use "benchmarking" at enterprises, not for the complete change of all types of products, but for the detailed improvement of one type of product.

In our opinion, the importance of "benchmarking" in enterprise management is determined by the ability to use its implications for effective management decisions on specific issues. It is important to note that the goal of "benchmarking" at each enterprise should be clearly defined, and specific plans and documents should be developed in the process of developing this program. Only in this case, it will be possible to carry out specific control measures based on the goals set.

In other words, the effectiveness and efficiency of "benchmarking" is determined by the level of use of the conclusions drawn from its management across the entire management system and its specific areas.

Thus, the use of benchmarking and its elements will undoubtedly play a positive role in the establishment and operation of the management accounting system, and will help the enterprise to improve its accounting systems and strengthen its competitive position in the market economy. This can be achieved by incorporating the management accounting system into consideration not only the internal environment and performance of the enterprise, but also the critical elements of external factors. This measure will help the enterprise reduce the risks associated with the external competitive environment and increase its sustainability, both operational and strategic.

Improving the performance of management accounting systems should, first of all, assist in the solution of problems that arise in the practice of management accounting, which in turn may hinder the effectiveness of the whole enterprise.

In our opinion, based on this conclusion, it is necessary to improve the evaluation of the effectiveness of the management accounting system, starting with the identification of major problems and their elimination.

Another disadvantage of the organizational structure of the enterprises is the duplication of functions by a number of departments.

Хусусан, харажатлар ва қиримлар ҳисоби ва назоратини ташкил қилиш ва юритиш қисмида, ишлаб чиқарилган тайёр маҳсулот, хом ашё ва материаллар захираси, тугалланмаган ишлаб чиқаришни оператив баҳолаш ва назорат қилишда, мавжуд бўлинмалар томонидан бир-бирини такрорлаш ҳолатлари яққол кузатилади.

In addition, existing data transmission channels in some businesses do not always provide accuracy and efficiency. This results in duplication of information channels and sources. Managers do not always use standard forms and well-defined analytical procedures to analyze the information received; The methods of analyzing information do not always meet the needs of users.

Conclusion/Recommendations

In our opinion, the existing shortcomings in organizational structures of enterprise management can be summarized as follows:

- a high level of managerial decision-making, that is, the CEO and several of his deputies, most often at the level of commercial director;

- poor transfer of responsibility to senior managers to mid-level managers;
- unjustified distribution of a number of planning and control functions between services, departments and separate structural units;
- duplication of functions of a number of units.

Effective management accounting is directly linked to the extent to which management audits are organized. It should be noted that some scholars who have done research on management audits have acknowledged only a few of them and have almost neglected the main tasks. In particular, V. Burtsev, who has conducted research on direct management audits, says that he performs and controls the business planning functions of the enterprise.

In the opinion of this scientist, we believe that the scope of application of management audit in the enterprise should be expanded due to coverage of analytical units, organizational structure of management, personnel management and all other aspects of the enterprise. This approach is due to the need to cover all aspects of the enterprise through management audits. Because if any aspect falls within the scope of the audit, it will not allow for a holistic view of the financial position of the enterprise, making effective decisions difficult. It should be noted that at present, significant management methods have been developed for the aforementioned management audits, including the personnel management audit methodology.

However, effective operation of an enterprise requires not only some aspects of its operation, but also comprehensive control and control of accounting and analytical systems, internal enterprise control and so on.

Therefore, it is necessary to envisage the implementation of comprehensive management improvement measures. The peculiarity of internal audit in the management accounting system as a new branch of economic knowledge in the Republic and its versatility requires the use of non-traditional methods. These include system diagnostics and decomposition.

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